

5. Communication

Bill is likely to contribute by:	He may irritate team members by:	He may be irritated by team members who:	He can maximise effectiveness by:
Analyzing and synthesizing team members' points of view	Stealing the show, hogging the floor	Overload him with details and specifics	Practicing restraint and showing willingness to share the spotlight
Attracting people to his cause through excitement and optimism	Being competitive and reluctant to acknowledge others' contributions	Expend little or no effort on making a topic interesting or engaging	Taking care to express gratitude for the contributions of others

Brian is likely to contribute by:	He may irritate team members by:	He may be irritated by team members who:	He can maximise effectiveness by:
Persuading through clear thinking, argumentation, logic, and observation	Not expressing his ideas and instead moving directly to action	Don't respect his need to ask probing questions	Soliciting others' input on a plan before implementation
Attracting others through a compelling vision	Seeing outcomes so vividly that he can't understand why others don't	Monopolize conversations with irrelevant or off-topic information	Outlining his vision in simple terms with willingness to rephrase to ensure understanding

Fred is likely to contribute by:	He may irritate team members by:	He may be irritated by team members who:	He can maximise effectiveness by:
Clarifying and redirecting discussions	Being overly critical and confrontational	Continue to discuss an issue after clarity has been reached	Working to develop tact and diplomacy
Challenging others to articulate and defend their beliefs	Talking too much, monopolizing conversations	Devote too much time to discussing emotions	Being willing to yield the floor to allow all possibilities to be aired

Julie is likely to contribute by:	She may irritate team members by:	She may be irritated by team members who:	She can maximise effectiveness by:
Classifying data in explicit, understandable chunks	Withholding viewpoints until late in the process	Interrupt and talk too much	Keeping people informed
Using logical arguments backed by specifics and realism	Neglecting interpersonal niceties	Waste team's time by discussing issues that are personal, unrelated to the task, or too abstract	Considering the human element and communicating deserved appreciation

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Communication *cont'd*

Lucy is likely to contribute by: Responding appreciatively to different viewpoints Articulating values, possibilities, and generalities with enthusiasm	She may irritate team members by: Talking too much or randomly interjecting ideas Persuading others to follow a plan without a thorough investigation of facts and specifics	She may be irritated by team members who: Concentrate on details rather than possibilities Interrupt or criticize others	She can maximise effectiveness by: Speaking less, reflecting more Investigating facts and realities before rallying others to a course of action
Tim is likely to contribute by: Classifying data in explicit, understandable chunks Using logical arguments backed by specifics and realism	He may irritate team members by: Withholding viewpoints until late in the process Neglecting interpersonal niceties	He may be irritated by team members who: Interrupt and talk too much Waste team's time by discussing issues that are personal, unrelated to the task, or too abstract	He can maximise effectiveness by: Keeping people informed Considering the human element and communicating deserved appreciation
Victor is likely to contribute by: Analyzing and synthesizing team members' points of view Attracting people to his cause through excitement and optimism	He may irritate team members by: Stealing the show, hogging the floor Being competitive and reluctant to acknowledge others' contributions	He may be irritated by team members who: Overload him with details and specifics Expend little or no effort on making a topic interesting or engaging	He can maximise effectiveness by: Practicing restraint and showing willingness to share the spotlight Taking care to express gratitude for the contributions of others